

## **PD-11 SUPERVISING ATTORNEY EXPECTATIONS**

Consistent with ABA and NLADA standards and guidelines, I will effectively supervise the attorneys assigned to me. The responsibilities I have undertaken include, and are not limited to, the following:

1. To lead by example and set high personal and professional standards consistent with office policies, applicable regulations and standards of professionalism.
2. To encourage and inspire the APDs I supervise to live up to our highest values and ideals;
3. To foster a culture of effective and zealous representation that respects the inherent dignity of clients and values teamwork.
4. To be available during the work day to assist the APDs I supervise and set the example for a positive work ethic.
5. To promptly communicate with the APDs I supervise all successes, strengths and deficiencies that I observe or become aware of.
6. To document deficiencies in writing and follow up on corrective measures.
7. To acknowledge when APDs and others in the office do exemplary work on behalf of clients and the office.
8. To effectively represent the Public Defender in conveying information, policy implementation details and messages.
9. To convey to the APDs I supervise the history of the office and its expectations.
10. To assist in the continuing improvement of the office and our legal practice.
11. To pro-actively ensure compliance with the Rules of Professional Conduct, and national standards and guidelines, by knowing the work of the APDs I supervise.

The following activities are essential components of the hands-on supervision I provide.

- a. observing the APDs I supervise in the courtroom on a weekly basis;
- b. addressing bad courtroom and other practices immediately;
- c. having mandatory (group) case staffings at least on a monthly basis;
- d. conducting individual case staffing with each of the APDs I supervise at least once every 3 months;

- e. spot-checking the quality of investigator and DSU referrals and/or seeking regular feedback from DSU and investigations unit about quality of requests, and responsiveness of APD to support staff;
  - f. monitoring motion and trial practice to ensure effective mentoring and increased training opportunities;
  - g. ensuring that the appellate division is promptly notified when I or one of the APDs I supervise lose a trial or PVH;
  - h. conducting monthly review of the “work done” report, the “workload” report, “possibly uncounseled pleas” report and the “motions board” report. Items for review include number and timing of attorney-client interviews, depositions taken, motions filed, speedy trial demands, trials, PVHs and evidentiary hearings, and investigator and disposition specialist referrals;
  - i. directly addressing the APD when the data does not match expectations; in such instances, it is appropriate and may be necessary to verify data by reviewing PD-11 case files with the APD;
  - j. meeting regularly with the training attorneys to stay informed about the progress of the APDs I supervise;
  - k. monitoring whether the APDs I supervise have an excessive workload, correcting any inappropriate disparity in case loads within my divisions;
12. To seek additional APD input as to how we should be measuring effectiveness and work done on cases.
13. To reduce unnecessary inconvenience to witnesses and their employers, monitoring APDs availability for depositions Monday through Friday, from 9-5 p.m. and last-minute cancellations.
14. To improve efficiency and facilitate prompt responses to clients and others, monitoring whether APDs are keeping their secretaries informed of their whereabouts during the workday, and promptly addressing deviations from this basic professional practice.